ALL VOLUNTEER FORCE: Total Force Concept

Employer Support For Reserves

President Appoints Mr. Roche to Chair New Committee

An unprecedented drive to improve public understanding and to enhance the role of the National Guard and Reserve forces in the eyes of the Nation is now taking place.

The emphasis was placed June 22 when President Richard Nixon appointed James M. Roche to chair his newly-created National Committee for Employer Support of the Guard and Reserve.

Mr. Roche is formerly Chairman and Chief Executive Officer of General Motors, the Nation's largest corporation.

At a special Pentagon news conference June 23, Deputy Secretary of Defense Kenneth Rush introduced Mr. Roche and Assistant Secretary of Defense for Manpower and Reserve Affairs Roger T. Kelley.

Mr. Rush first stressed that "a key element in the President's Strategy for Peace is the Total Force Concept which relies heavily upon a strong National Guard and Reserve force—well-equipped fully-manned, and deployable when needed in an emergency."

(See RESERVES, Page 2)

COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

Vol. 12, No. 11 **July 20, 1972**

ALL-VOLUNTEER FORCE: Officer Promotions

By the Secretary of the Army

General Officer Promotion Criteria Detailed

Army Secretary Robert F. Froehlke, at a special Pentagon news conference June 9, reported on his recent trip to the Far East, and had high praise for the 1972 Army Brigadier General Selection Board, following its selection of 62 colonels for the grade of brigadier general—including five black officers.

Secretary Froehlke said he was particularly pleased with the board's selection because it had done "an excellent job" of following the new guidelines he and former Army Chief of Staff General William C. Westmoreland had recommended.

The Army Secretary, who has been in the job for almost a year, said he is "vitally interested" that the Army promote men "who are young in outlook, vigorous, both mentally and physically, intelligent, thoroughly professional, and dedicated to service to this Nation."

He also stressed that he foresees the time when ". . . clearly we're going to have a four-star black officer and I suppose . . . some day we will have a black Chief of Staff. When that is, I don't know, but the trend is obvious."

ROBERT F. FROEHLKE
Secretary of the Army

In his recommendations to the Selection Board, Secretary Froehlke emphasized, "The Army's needs for appropriate numbers of general officers are recognized for certain branches and functional areas, but the Board's emphasis should be on selecting good men rather than selecting representatives from a particular branch or function."

His basic guidance to the Board included:

A. It is essential that the Army have general officers who are outstanding troop leaders—especially in combat. This is of primary importance—the very reason an Army exists. In this regard, service as advisors of Vietnamese combat units, province senior and assistant advisors, and district advisors will be considered of equal importance to command of a U.S. combat unit. It is also important to have general officers who can provide leadership in other key areas, such as supporting staff and units, many with highly technical missions. Highly capable officers must progress through these other fields to positions of increasing responsibility if the total requirements of the Army are to be met. Selection of officers for promotion to brigadier

(See SELECTIONS, Page 7)

RESERVES

(Continued from Page 1)

Capability Greatly Improved

Citing the leadership of President Nixon and Defense Secretary Melvin R. Laird, Mr. Rush noted that the combat effectiveness and over-all capability of the Guard and Reserve have been greatly improved because:

—Equipment inventories of the Army Guard and Army Reserve, badly depleted to build-up the Active Forces in Vietnam, are being replenished;

—Reserve Forces of the Navy and Marine Corps have been substantially modernized;

—The Air Guard and Air Force Reserve are being transitioned into more modern aircraft at the fastest rate in their history;

—Training has been intensified and readiness sharpened in all Guard and Reserve components; and

—The Special Pay Act of 1972 has been introduced in both houses of Congress, and one of its key provisions is to authorize the use of enlistment and reenlistment bonuses to assist in meeting manpower requirements of the Guard and Reserve.

Increased Reliance

However, one of the most important elements of the entire program is that increased reliance on the Guard and Reserve forces will be realized, as Mr. Rush put it, ". . . only if their key role in our Nation's defense system is understood by good citizens everywhere, including American employers and labor unions whose policies impact directly on the vitality of Guard and Reserve Components."

He also said that Mr. Roche will soon be asking other prominent members of the business and labor community, as well as public employers and military-oriented association representatives, to serve on the executive committee and advisory council of the national organization.

Mr. Rush emphasized that his "broad and critical charter is to improve public understanding of the Guard and Reserve role in our national security system, and to enlist the cooperation of those who employ present and prospective members of the National Guard and Reserve components."

OUTLINING NEED FOR STRONG RESERVES. Facing a battery of Pentagon reporters June 23, three of the Nation's top executives concerned with National Guard and Reserve forces field questions. From left are: James M. Roche, newly-appointed Chairman, National Committee for Employer Support of the National Guard and Reserve Forces; Kenneth Rush, Deputy Secretary of Defense; and Roger T. Kelley, Assistant Secretary of Defense for Manpower and Reserve Affairs.

(DoD Photo by Frank Hall)

Proper Procedure

Mr. Roche told newsmen that when he was asked to accept the assignment, he knew very little about the National Guard or Reserve system. But, he added, upon further study of the problem, "I became convinced that this is the proper procedure to follow in order to maintain the defense posture of the United States on the most practical, most efficient, most effective and the most economical basis. . . ."

One reporter asked, "As I understand the plans, it would be to get the Reserves up to a level of company-level readiness and yet have them immediately available to go into combat. How do you make that jump from companies to divisions? Do you think it's a feasible thing to do?"

To that, Mr. Roche replied in part, "I have not looked at the military structure the program envisions. . . . How this will be factored into the rest of the military, I am not prepared to say at this time and I wouldn't know."

Aiding in the answer, Assistant Secretary Kelley asserted, "First, it isn't contemplated that Reserve units would augment active force units instantaneously. Taking Europe, for example, there are several different phase points in time terms at which Reserves would augment the active forces who are already there. The second point is when we talk about replenishing the equipment inventories of the Guard and Reserves, we're talking in terms of providing them on-board equipment with which to train and we're also talking about having some equipment at various points overseas, such as Europe."

Closer to Objective

Mr. Kelley noted that the Defense Department has not yet reached the millennium of having all Guard and Reserve units at company- and battalion-level

(See RESERVES, Page 6)

COMMANDERS DIGEST

A publication of the Department of Defense intended to provide official information to commanders and key personnel on matters related to Defense policies and interests, and to create better understanding and teamwork within the Department of Defense.

Published weekly by the American Forces Press Service, 1117 N. 19th St., Arlington, Va. 22209, a unified activity of the Office of Information for the Armed Forces, OASD (M&RA). **Reproduction of content is authorized.**

JOBS FOR VETERANS: Project Transition

At More Than 200 Military Installations

Pre-Discharge Training Increases Job Prospects

To be promoted from five stripes—sergeant first class—to one star rank seems impossible. Nevertheless, Gordon Golding made the transformation in January of this year.

Gordon Golding is the Chief of Police of Wrightstown, N.J. and was appointed to his position after completing a law-enforcement course offered under Project Transition and sponsored by the International Association of Chiefs of Police.

He and two other ex-servicemen, Wessley Tessler and George Massey, who also completed the course, formed the first full-time police force of Wrightstown.

Not all participants of Project Transition are as lucky as Chief Golding, who rates the course highly. But they all bear one thing in common—a marketable skill. Or, in the case where a serviceman desires to further his education, he is prepared to enter college.

Project Transition is a DoD-initiated program designed to train servicemen with less than six months remaining in the service in a particular skill to ease the transition from soldier to civilian.

Training and education phases include industry-sponsored, on-the-job, college preparatory and law-enforcement training. In addition, it has a referral/job placement component based on a computerized referral service.

Over 200 Installations

Over 200 military installations throughout the United States offer Transition with each service running its own program within general Department of Defense guidelines.

A pilot program designed to test the feasibility of combining the resources of private industries in cooperation with federal agencies and military establishments was established at Fort Knox, Kentucky, during the summer of 1967. "The hope was that the creation of certain services would enable the serviceman to move quickly and productively into a civilian job when he left the service," explained Robert Mimm, director of Project Transition at Fort Dix, New Jersey.

'Backbone Is Counseling'

"The backbone of Transition is counseling. The Transition Section here is built around a counseling service activity where servicemen are identiffied and directed into an orientation and afforded access to Transition services," he added. "At that point," he said, "they're assigned to a counselor and from there they work out their options, identify places, and subject their needs to those of the military and availability of the training program."

According to Mr. Mimm, "The training and preparatory education phases both occur during duty hours and usually encompass 240 hours or six weeks. . . . About 2,400 servicemen and women avail themselves of Transition services per year at Fort Dix," he added.

60 Per Cent Receive Employment

Generally, 60 per cent of the men involved in the training program have received employment in the area in which they were trained or one related, primarity due to job placement offers and letters of introduction.

The National Association of Home

(See TRANSITION, Page 6)

FOR PERSONAL CONTRIBUTION TO DEFENSE. Secretary of Defense Melvin R. Laird receives a "Partners in Preparedness Award" from Russell E. Pennell, right, President of the U.S. Civil Defense Council, an association of local civil defense directors. The award was given to Mr. Laird "in recognition of his untiring efforts and great personal contribution to strengthen and maintain adequate defenses for the United States." John E. Davis, Director of the newly established Defense Civil Preparedness Agency, is at left. The Civil Defense Council and DCPA work closely together in developing the national civil defense and peacetime disaster preparedness program. (Official DoD Photo)

Moving Toward Negotiations

MBFR: A Plan to Relieve Tensions in Europe

Background: Since 1968, the United States and its NATO Allies have expressed interest in Mutual and Balanced Force Reductions (MBFR) in Europe. In June of that year, North Atlantic Treaty Organization (NATO) ministers affirmed the readiness of their governments to explore MBFR and directed preparations be made for discussions with the Soviet Union and other countries of Eastern Europe.

In May 1970, in a statement following a meeting in Rome, NATO ministers invited interested countries to hold exploratory talks on MBFR, with special reference to Central Europe.

In the interest of moving closer to negotiations, a special meeting of Allied deputy foreign ministers in October 1971 assigned to former NATO Secretary General Manlio Brosio the mission of exploring with Soviet officials in Moscow their views on MBFR. Soviet agreement to receive Mr. Brosio still has not been obtained.

President Richard Nixon has stated that, given the existing strategic balance and a similar effort by our Allies, it is the policy of the U.S. Government to maintain and improve its forces in Europe and not reduce them except through reciprocal reduction negotiated with the Warsaw Pact.

NATO Position

In moving toward negotiations on MBFR, the Allies are stressing these points:

—Mutual force reductions should not operate to the military disadvantage of either side. The differences arising from geographical and other considerations should be taken into account;

—Reductions should be on a basis of reciprocity, and phased and balanced as to their scope and timing;

—Reductions should include both stationed and indigenous forces and their weapons systems in the area concerned; and

—There must be adequate verification and controls to ensure the observance of MBFR agreements.

U.S. Studies

The United States has participated actively in NATO studies of MBFR, and has conducted its own analyses, which have been shared with our NATO Allies.

Two broad approaches to reductions have been examined:

—Proportionately equal ones applying the same percentage of reductions to both sides; and

—Asymmetrical ones in which reductions would be made in differing amounts in various categories.

One of the key findings has been that the Soviet Union can mobilize and reinforce its forces in Central Europe much more rapidly than NATO. Therefore, an agreement to reduce forces simply on an equal percentage basis is inherently unfavorable to NATO, and the larger the percentage, the greater the inequity.

Alternative Approaches

Undiminished military security for NATO is the only rational criterion for establishing force reductions. Thus, the process of reducing forces in Central Europe must create no unilateral military advantages. For this reason, the U.S. is examining alternative approaches. It may be possible to offset the Warsaw Pact's advantages under equal percentage reductions by reaching a more comprehensive agreement. Critical elements in such an agreement would include adequate verification provisions and effective constraints on the movement of forces. The United States is also evaluating the possibility of asymmetrical but equitable reductions which would preserve the overall military balance. Analytical work will continue to concentrate on both of these alternative approaches.

Warsaw Pact Position

The Soviets, who on various occasions since the 1950s have advocated force reductions in Europe, have in recent years shown only limited interest in such reductions.

Soviet Communist Party General Secretary Leonid I. Brezhnev indicated renewed Soviet interest in reductions in May 1971, and, in January 1972, the Warsaw Pact issued a statement which was consistent with Mr. Brezhnev's earlier statements. The Warsaw Pact statement also noted that the process should not be to the detriment of the countries involved. That and other portions of the statement require further clarification, which the U.S. had hoped could be explored by Ambassador Brosio.

Based on:
Department of State GIST #31 (rev), Europe, Mutual and Balanced Force Reductions, dated March 1972;
NATO Ministerial Communique and President's 1972 Foreign Policy Report to Congress; and
OASD (ISA) Reference Material.

Special Committee Report

No USO Funds Embezzled or Missing

The United Service Organizations, Inc. (USO) has announced that it is turning over to U.S. Government authorities an interim investigation report and the names of several former USO employees who may have engaged in illegal activities while in Vietnam in 1970 and 1971.

The President of USO, Chaplain Francis L. Sampson (Major General, USA, Ret.), said that the report of a special committee of the USO Board of Governors which had investigated the incidents in Vietnam is being given to the Department of Defense, the U.S. Department of Justice, the Internal Revenue Service and appropriate Congressional committees.

In making the report public, Chaplain Sampson said that "the names of individuals believed to have engaged in illegal activities while working in Vietnam are being withheld because of the possibility of future prosecution of these individuals." He stated, however, that "none of these individuals is now employed by the USO."

General Sampson stressed that no USO funds were embezzled and that there are no USO funds of any kind missing. What occurred was that USO clubs and USO bank accounts were used as a funnel or channel for black market currency activities.

The following key conclusions were reached by the investigation:

—Money manipulation took place in a variety of forms at five USO clubs in Vietnam: Saigon, Tan Son Nhut, China Beach (DaNang), Golden Gate (DaNang) and Di An. The principal vehicles used by these individuals were fictitious mail order, concession and retail shop sales;

—Miscellaneous items of USO property were misappropriated. The property involved, in varying quantities, included gift cigarettes, vehicles, air-conditioners, freezers and Class I supplies (meat). Best estimates indicate that the loss to USO was less than $5,000;

—Military logistical support was *not* misused;

—USO did *not* display or sell obscene or pornographic materials;

—USO personnel did *not* traffic in or use dangerous drugs or narcotics;

—The money manipulation, money changing and misappropriation of USO property was able to occur *not* because of a deficiency in USO procedures but rather as a result of the failure of USO's staff to observe and enforce these procedures and the failure on the part of USO's auditors to detect the illegal activities; and

—USO National Headquarters must share some responsibility for the problems caused by inadequately-trained and ill-qualified persons in key positions in Vietnam.

The investigation committee of the USO Board of Governors has investigated the rumors and allegations regarding the possible involvement of Samuel G. Anderson, USO's present Executive Director and its Executive in Vietnam until October 1970. No evidence was found of any illegal activities on his part.

The investigators also found that *no* material monetary losses were sustained by any serviceman as a result of money manipulation activities. These activities did *not* involve any funds of servicemen or of USO. They related solely to the flow of illegally obtained MPC (Military Payment Certificates) through certain of the USO clubs. No serviceman was in any way damaged, defrauded or denied the services he could expect from USO.

As of the date of the report, USO had implemented all of the recommendations of the special committee. This action included the removal and replacement of the Pacific Area Executive, and the Director of Accounting for Vietnam, who has been replaced by a professional accountant. The Director of Operations for Vietnam was terminated in early March, 1972. Numerous other personnel changes have been effected including terminations and reassignments.

USO's outside auditors have sent an accountant to Vietnam to perform a detailed audit of the financial records of all clubs and to conduct a review of USO accounting procedures and make appropriate recommendations. A worldwide review is being made of USO policies, procedures and personnel with particular emphasis on financial matters to insure that the illegal activities do not occur elsewhere. USO's involvement in concessions and other income-producing activities is being re-examined with a view to their program value.

General Sampson emphasized that "the activities uncovered by the investigating committee should not obscure the successful achievements of USO in Vietnam." The report points out that in Vietnam, for the first time, USO operated in close proximity to areas of combat activity and terrorist action. A maximum staff of fewer than 55 USO professionals supervised up to 600 Vietnamese employes, providing services for as many as 500,000 servicemen. At the peak of activity, 500,000 to 750,000 visits a month were made by servicemen to USO clubs in Vietnam.

The USO is composed of local councils in 122 cities in the U.S. In addition, the USO National Council has 1,800 members who are community leaders throughout the nation, and 137,000 volunteers who devote much of their time working at local USO clubs and activities across the country. The six service organizations that founded the USO (United Service Organizations) in 1941, and still actively participate in the administration and operations of the USO, now have 3,810 chapters composed of local leaders throughout the country. These six organizations are: National Catholic Community Service, National Jewish Welfare Board, Salvation Army, Travelers Aid-International Social Service, Young Men's Christian Associations, and Young Women's Christian Associations.

RESERVES

(Continued from Page 2)

readiness. But, he said in assurance, Defense is many factors closer to that objective than it was three and a half years ago. At that time, the biggest disability of Guard and Reserve units was the lack of combat deployable equipment and lacking that equipment—the ability to adequately train their members.

Assistant Secretary Kelley said that there is a shortage of personnel in the Reserve Components—"in the neighborhood of 40,000. It was 50,000 at the end of last month (May) and I expect that by the end of June (1972) that figure will be lower."

Relating to General Motors' policy, Mr. Roche said that with respect to vacation time, it is possible for a Reservist to take his training and then have his vacation afterwards, if he wanted it. He said, "In some cases, in General Motors, we pay in lieu of vacation; this is generally the practice among hourly employes. In that case, it's up to the individual when he wants to take his vacation. Many of the employes take them during the time we shut down for model change. However, in the case of a two-week encampment, we made up the difference between the normal earnings of the individual and the military pay he received."

Larger Employers Follow

In response to a question as to the problem of employers who won't cooperate, Mr. Roche replied, ". . . I think, generally, the larger corporations, the larger employers, follow practices fairly comparable to the General Motors plan. Smaller employers do not always follow this procedure, nor is the procedure always followed in connection with Government employes at the various levels.

"We have some very important problems in this area," he continued. "There is also the problem with respect to military leave even if the payment is given for the time or if it's made up. You have the problem of vacation in addition to his National Guard duty."

When asked how many men might be affected by this, Mr. Roche said he thought the dimension of the problem is going to be determined by the needs of the Armed Forces. The purpose of the activity is to recruit the number of people that the military decides should be in that portion of the forces.

"We have had problems in connection with refusal of certain employers to go along with the vacation period. We have had problems with respect to making up the differential and the earning capacity. In some instances—few, but there have been some—where employers are reluctant to employ somebody who is going to embark on a program of this kind," Mr. Roche emphasized.

These are the things, the new chairman told the newsmen, that have to be covered and recommended policies have to be evolved that can be sold to employers, generally, and hopefully as a result of this, to enlist the kind of cooperation needed to do the job.

Encourage Full Support

In summary, Mr. Roche stressed, "I think our position is going to have to be one to encourage the full support of the program by making it a satisfactory arrangement for the employe. If an employe has to make a sacrifice in his personal earnings or if he has to give up his vacation time in order to perform service in the National Guard or the Reserve, obviously that would be a great handicap to the effectiveness of this program.

"We are going to have to try to work with employers. We are going to have to try to encourage employers to have realistic policies in this area and sell the program to them on the basis that this is essential both from the standpoint of the safety of the United States, as well as the efficient conduct of our defense operation."

Publicizing the Program

Regarding publicizing the program by paid advertising, Secretary Kelley said that in that respect the parallel could be drawn between the promotion of the program and the promotion of the Jobs for Veterans program under the National Committee headed by James F. Oates Jr., National Chairman.

"In that instance," Mr. Kelley asserted, "the Advertising Council has provided a tremendous amount of free advertising and professional and technical advice which has increased the visibility of the Jobs for Veterans Program and the veteran as a prime job candidate at very little cost to the American taxpayer."

TRANSITION

(Continued from Page 3)

Builders gives each graduate of the bricklaying course a letter of introduction from its Washington, D.C., office to the local union.

The General Electric Appliance Program offers job placement to its graduates, as does the AVCO Finance course; many of the participants in the Bell Telephone course are presently employed by New Jersey Bell.

And, the International Association of Chiefs of Police sports an 85 per cent placement record of men trained in police work.

College Discovery Program

The 13-week College Discovery Program (CDP) has proven to be successful in building skills and confidence to enter the college environment.

Head teacher Bill Stirling reported that in a recent survey 70 per cent of those who returned the questionnaire had enrolled in college—of which about 80 per cent are still in school. It compared very favorably with the national dropout rate of about 50 per cent. The report also showed that CDP students have achieved an average grade of B (2.95 on a 4-point scale).

The Transition Program at Fort Dix has about 45 different courses available, ranging from air conditioning and refrigeration to law-enforcement. However, if a serviceman desires to be trained in something which is not offered, he is assisted in finding a company to sponsor him. One enlisted man at Fort Dix recently completed training as a reporter with a Philadelphia newspaper and another is presently being trained by a public relations firm in New York.

In addition, men returing to Fort Dix from Europe and Vietnam for Transition training are placed in the newly formed Job Skill Center and receive training at the Manpower Development Training Act (MDTA) Center in Camden, N.J.

The MDTA Center recently received a special Federal grant of $66,630 to provide six-week courses in air conditioning and heating, auto body repair, auto mechanics, drafting and carpentry.

SELECTIONS

(Continued from Page 1)

general must take these realities into account. The objective is to meet the needs of the Army by selecting officers of greatest demonstrated effectiveness and capacity for growth. You must pick the best men and, in the process, recognize [that] various jobs require different strengths, techniques and background.

B. Branch requirements of the Army vary with changes in organizations and their missions. Some functions are not included in any branch, but are mostly covered by an appropriate specialist program which may involve officers of several branches. Expertise in functional areas in which the Army has continuing requirements for general officers include: aviation, cryptography, data processing, financial management-comptrollership, logistics, operations, operations research-systems analysis, personnel, plans, procurement, and research and development. Some of these are related to branch; others are branch immaterial; most may be either.

C. Obviously, you must consider a man's record. However, it primarily should be used to determine his potential and as an aid in predicting his future performance rather than as a basis for rewarding past performance.

D. Give particular attention to those apparently suited for positions of responsibility at the highest levels in contrast to those suited merely for brigadier general (the next rung on the ladder).

E. In considering personal characteristics, insist on absolute integrity. This is the one criterion on which the Army must not gamble. The next most important ingredient is intelligence. Brilliance is not a prerequisite; however a general officer must be of above average intelligence.

F. Absolute integrity and above average intelligence will not eliminate too many candidates. The two characteristics which will are sincerity and concern. We do not want soft, undisciplined, lackluster or indecisive leadership in the Army. Rather, the Army needs officers who are *sincere* and *concerned*. I insist that we can select men with the latter characteristics and avoid those with the former.

G. In considering the officer's record, look for the man who, while not deviating from principle, has:

(1) The ability to sense the temper of the times and adjust his actions accordingly;

(2) The ability to correctly envision the future and innovate accordingly; and

(3) The resilience to grope and cope with the vagueness and frustrations of the less than perfect real world.

H. Give particular attention to the officer who can conceptualize issues and chart strategies and formulate policies as opposed to merely organizing solutions to problems. Look for the officer with the capacity to handle complex programs and issues.

I. Look for evidence that the officer provided the force that shaped events rather than reacted to events.

J. Give more weight to the officer with a quality record of service under several raters rather than to the individual who has served more than once (although perhaps in different positions) under the same rater.

K. Consider an officer's ability to effectively represent the Army and to persuasively articulate Army positions within [the Department of] Defense, the Government, and to the public.

L. Evaluate dedication and attitude towards service to the Nation, the Army, [and] self. Give particular attention to the selfless.

M. Primary concern should be given to the man's ability to get the job done rather than to opinions of either peers or subordinates. However, these opinions, when known, may be taken into consideration. As interested as I am in selecting men who are success-oriented, you must avoid the selfish officer who is willing to succeed by sacrificing his subordinates or crawling over or pushing aside his peers. The accomplishment is most important, but *how* it is done is also a consideration.

N. Attempt to read between the lines in the officer efficiency reports. Paper reports alone are weak reeds upon which to base promotions. Considering the shortcomings in the present OER, it would be desirable for the board to be able to interview the candidates. Because this is not practicable, the board should at least consider the views of those board members who know the officers personally. People, rather than paper, can best describe the whole man.

O. Wives should be considered in the promotion selection. A wife is not a prime consideration, but give some weight to the wife's ability to help her husband. Lack of a wife should not be a hindrance. Likewise, if the wife is a burden solely because of infirmities, that should not be a consideration. If a wife is a probable embarrassment, that should be a consideration.

P. Select a U.S. Military Academy, Reserve Officers Training Corps or Officer Candidate School graduate because he is the best man. Avoid giving any weight whatsoever to the source of commission.

Q. Full consideration in selecting officers for promotion shall be given to Joint and Combined staff duties performed, and duties performed in the Office of the Secretary of Defense. Service on these staffs should equate with service on the Department of the Army staff.

MILITARY STRENGTH FIGURES FOR MAY 1972

Total numerical strength of the Armed Forces on May 31, 1971, based on preliminary reports, was 2,319,613, representing a decrease of 21,822 from the April 30, 1972 combined strength of 2,341,435.

May strength figures for each service, with month-ago and year-ago figures for comparison, follow:

	May 31 1972 Preliminary	April 30 1972	1971 May 31
Total DoD	**2,319,613**	**2,341,435**	**2,737,319**
Army	**801,082**	**816,333**	**1,142,628**
Navy	**588,985**	**588,466**	**624,484**
Marine Corps	**196,152**	**196,668**	**216,666**
Air Force	**733,394**	**739,968**	**753,541**

The figures represent full-time military personnel comprising both regulars and reserves on continuous active duty and officer candidates including cadets at the Military and Air Academies and midshipmen at the Naval Academy.

ARMED FORCES INITIATIVES

DOMESTIC ACTION. Defense Industrial Supply Center (DISC) employes are trying to improve the social and economic conditions in the surrounding Philadelphia community by donating books, tape recorders, audio-visual equipment and providing vocational guidance speakers on arts, crafts and sewing to more than 2,000 disadvantaged children through Project GIVE (Government and Industry Volunteers for Education). The DISC "GIVE" plan provides for Government installations to donate their facilities. After duty hours, volunteer personnel, on a one-to-one basis, assist children with learning problems through programs developed by the Philadelphia School Board. Primary purpose of GIVE is to supplement regular, basic skill schooling. Some 100 DISC volunteers became tutors during the first week of the program; more volunteers are expected.

RESEARCH AND ENGINEERING. The Navy's second Deep Submergence Rescue Vehicle (DSRV-2) returns to the well of its mother ship after descending exactly one mile during acceptance tests conducted by the builder, Lockheed Missiles & Space Co., in late May. The 5,280-foot dive took place off San Diego with two pilots and two observers aboard. The DSRV is designed to rescue 24 men at a time from a disabled U.S. or foreign submarine.

ECOLOGY. Several western military installations assisted civilian agencies in fighting a giant forest fire near Prescott, Ariz., recently. A total of 160 soldiers and 75 vehicles from Fort Huachuca assisted Forest Service personnel in battling the blaze (photo). Air National Guard and Air Force Reserve C-124 and C-130 aircraft from Luke AFB airlifted 20 pumper trucks from other western states. An official at Arizona's Tonto National Forest said of the airlift, "It really cuts the time in getting the trucks here. That, with the other advantages this airlift gives us, is invaluable in fighting the fire." (Official U.S. Army Photo)

DRUG ABUSE. Reports from Social Actions offices at continental U.S. Air Force bases where former Special Treatment Center (STC) students from Lackland AFB, Texas, are assigned, indicate that 90 per cent of the airmen who completed the rehabilitation process during the center's first six months of operation were reportedly well-adjusted and performing adequately on the job. Half the 700 airmen processed at STC during its first 10 months of operation entered through the Air Force's Limited Privilege Communication Program. The center's first objective is to assist drug abusers in making effective adjustments as productive members of society—military or civilian. STC has found the chances for an Air Force drug abuser to remain off drugs are better than in a civilian drug treatment program, because 95 per cent of the airmen who enter the STC program are not medically addicted, but are, instead, drug abusers with relatively short histories. Colonel Harold T. Reitan, STC commander, commented, "We have no standard formula for solving the problems of these airmen. . . . Each airman must examine his motivations and his goals in life; he must make a commitment and act upon that commitment to help himself."

POLLUTION RESEARCH. Naval Research Laboratory scientists, working under an Environmental Protection Agency contract, have developed a simple, fast and inexpensive technique for monitoring and measuring pollution samples, from either the air or water, through an advance in X-ray spectrometry. The process has increased the detectability of pollutants by more than 10 times, making it easier to investigate violations of pollution regulations. It is likely that X-ray spectrometry may become the workhorse for analysis of particulate pollutants throughout the Nation. Because the method is nondestructive, the samples may be retained as evidence for legal prosecution of pollution cases.

For sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.
Price 5 cents (single copy). Subscription Price: $2.50 per year; $2.00 additional for foreign mailing.
☆ U.S. GOVERNMENT PRINTING OFFICE: 513/187/X-2